

Destiny Milton 2: Shaping Our Future

Adopted by Council
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WELCOME TO DM2

- The Town of Milton is a municipal corporation within the Region of Halton that was created by the Province of Ontario to be responsible and accountable for matters within its jurisdiction.
- The role of any municipal corporation is to:
 1. provide the services that the municipality considers are necessary or desirable for the municipality;
 2. manage and preserve the municipality's public assets;
 3. foster the current and future economic, social and environmental well-being of the municipality; and,
 4. deliver and participate in Provincial programs and initiatives.
- The Town is governed by a Council that is elected every four years (beginning in November 2006). Their role is to make decisions on how the services that are within their jurisdiction are to be provided, based on the needs of the municipality and the requirements of the Province.
- The provision of municipal services is shared between the Region of Halton and the Town. For the services the Town provides, it is the responsibility of the Town to make decisions on service delivery on the basis of the best available information, in a manner that is in the best interest of Milton residents and business owners and which is in conformity with Provincial requirements.
- In 2006, the Corporation of the Town of Milton was responsible for over-seeing the activities of 312 full-time employees and has an operating budget of over \$41 million and a capital budget of \$42 million.



- As the Town of Milton is expected to continue growing well into the future, there is a need to ensure that the services the Town delivers are provided in the most effective and efficient manner. In addition, there is a need for there to be a context that provides the basis for service delivery with this context representing an overall vision of the Town and its future.
- In order to provide this context and to establish the basis for making decisions on service delivery, a new Strategic Plan has been prepared (Destiny Milton 2 - DM2).
- The intent of DM2 is to establish, at a relatively high level, the over-arching Vision, Goals and Directions the Town will consider in making decisions that are within its sphere of influence.
- In order to implement DM2, a number of Service Area Master Plans are to be completed. The intent of these master plans is to identify how services are to be provided based on the context established by DM2.
- The proposed Service Area Master Plans are listed below:
 - Planning and Development Services;
 - Community Services;
 - Executive Services / Economic Development;
 - Engineering Services;
 - Fire Services;
 - Library Services; and,
 - Information Technology and Corporate Services
- In addition to the above, a review of the 1997 Official Plan will be carried out to translate the context established by DM2 into land use policy.

Prioritization and Balance

- No priority has been assigned to any of the Goals, Directions or Initiatives in DM2.
- This is why no component of DM2 should be read in isolation since all of its parts contribute and work together to implement the Vision established by DM2.
- Priorities in the short term will be assigned through the service area master planning process, through the preparation of an Implementation Plan.
- In addition, the prioritizing of the Goals, Directions and Initiatives in DM2 will always be an element in the decision making process on a yearly basis, when municipal budgets are being formulated and needs are assessed.
- The issue of how the Goals, Directions and Initiatives in DM2 are to be balanced in the short term will also be the product of the service area master planning process. In the longer term, the determination of the appropriate balance is very much dependent on how the Goals and Directions in DM2 are prioritized.
- In some years, a higher priority may be placed on certain Goals than in others and the balance struck between two competing Goals and Objectives may also be different, depending on the circumstances and other internal and external factors.
- In addition to the above, the ability of the Town to prioritize and balance Goals and Directions will be impacted by the level of control Milton has over the delivery of services. In many cases, the Town does not have direct control over services that many Milton residents use (such as waste management) since the services are under the control of the Federal, Provincial or Regional governments.
- These other levels of government also create rules and processes (some of which are legislated) which also have to be taken into account in the local decision making process. In some instances, it may be difficult to implement some of the Directions and Initiatives fully in the Town of Milton as a result of these constraints.

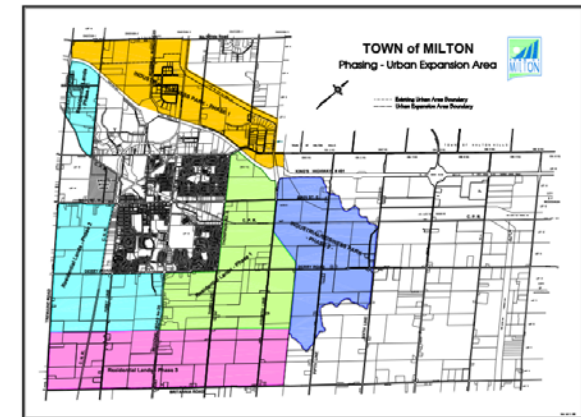




THE CONTEXT

- The Destiny Milton I process was completed in the early 1990's.
- Destiny Milton I was intended to provide the basis for managing the change that was to occur in the Town as a result of the extension of services to Milton (the 'Big Pipe').
- At that time, Milton's population was expected to grow to about 40,000 in 2001 and to 72,000 by 2011.
- However, the Town's population did not actually increase until 2001/2002, following the completion of a number of planning studies.
- As a result, the Town's population actually *decreased* between 1996 and 2001.
- Since 2001, the Town's population has increased from about 32,000 to about 54,000 today (about 5,500 new residents per year).
- If current trends persist, the Town's population is expected to reach 85,000 in 2011, about 105,000 in 2016 and perhaps 135,000 in 2021.
- However, the supply of housing in Milton in the last 4 - 5 years has been kept artificially low - as a result of the lack of services.
- This means that the rate of growth could have been much higher, if no constraints existed.
- Employment growth has also been very strong, with a number of new ventures being attracted to the Town in recent years.

- Recent initiatives at the Provincial level (Greenbelt Plan and Places to Grow) will have an impact on where growth is going to be directed in the Greater Toronto Area (GTA).
- These initiatives recognize that the population of the Greater Golden Horseshoe will increase from 7.8 million in 2001 to 11.5 million in 2031.
- Some of this population growth will occur in the Region of Halton, where the Province estimates that the population will double, from about 400,000 in 2001 to 800,000 in 2031.
- In order to deal with this growth forecast, the Region is now initiating a three year work plan to determine how growth will be accommodated. As part of this process, all options will be explored, with one of those options being a further expansion of the Milton urban area.
- At the present time, the Milton urban area can physically accommodate between 150,000 and 175,000 people as shown on the map on this page
- It is believed that this population level can be easily reached by 2021, since:
 - there are ever-increasing demands for housing in the western GTA;
 - there is a growing under-supply of available land in other municipalities; and,
 - many consider the Milton area to be a very desirable place to live.



VISION

A description of the Town as it should be. In dictionary terms, *it is a mental image created by the imagination.*

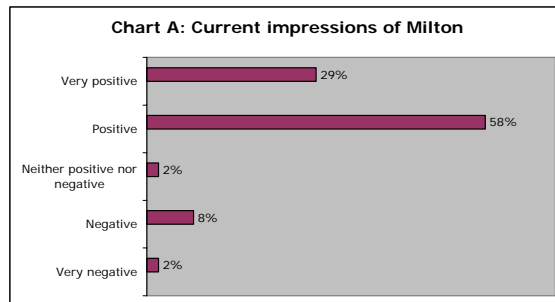
- There are three broad components to DM2:
 - 1) there is a visioning component that identifies what the priorities of the Town should be with respect to quality of life and service delivery;
 - 2) there are service area plans that rely upon the vision to develop short and medium term action plans to ensure that the right services are being provided to a growing population; and,
 - 3) there is a land use component that will implement the vision on the ground through land use policy.
- DM2 will help direct Town action and decision-making
 - at a corporate level;
 - at a departmental level; and,
 - at a personal staff level.

Consultation and Research

- External activities leading to the preparation of DM2 included:
 - Open invitation public forum (June 22, 2005)
 - Smaller group meetings with key stakeholders
 - Seven paired/individual interviews
 - Variety of input opportunities (online questionnaire responses; e-mail; surface mail; phone; fax)
 - Statistically reliable community survey (n=600)
 - Public feedback session on May 11, 2006
 - Three focus group sessions with members of the public in May 2006

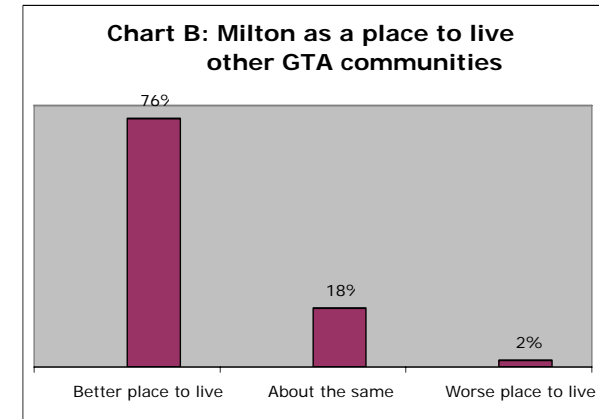
- Internal activities included:
 - Nine focus groups with Town staff (incl. one with SMT)
 - Small group meetings with Council members
 - Two focus groups with Library staff/board members
 - Numerous Council/SMT working sessions
 - Staff feedback session on May 11, 2006

KEY CONSULTATION FINDINGS



- 1) Many residents have a positive impression of the Town.
- 2) The small-town character, the friendliness of the people and the open space character of the rural area have all been cited as attributes.
- 3) The Niagara Escarpment was mentioned by many as the main defining feature of the Town.
- 4) However, there is a feeling that the Town has not been very proactive in managing growth and with the delivery of services.
- 5) Many are not aware of the many planning decisions that have already been made and the changes to the Town that will result.
- 6) Many have indicated that the Town does not have an identity that is known in the Greater Toronto Area (GTA).
- 7) Many indicated that there was a shortage of shopping, entertainment and cultural opportunities in the Town.
- 8) There appears to be some confusion on the part of the public on which level of government provides services (Province/Region/Town).
- 9) Many indicated that traffic was becoming a major concern in the Town.
- 10) Many of the Town's new residents do not associate with the Town of Milton.
- 11) There is a compelling need to commit time and resources to both an internal and external communications strategy.
- 12) Many indicated that the current strategic plan process is a great opportunity for the Town to define itself.

- Current impressions of Milton are decidedly positive:
 - Almost nine-in-ten residents say their impressions are either “very positive (29%) or “positive” (58%); and,
 - Over three-quarters of residents (76%) say that Milton is a “better place to live” compared to other GTA communities, 18% say it’s “about the same” and only 2% say Milton is “a worse place to live”
- Milton’s appeal is multi-dimensional – residents identify a range of things they like most about the Town. Chief among them are:
 - A sense of a caring population and ‘small town’ character;
 - Proximity to both major urban centres and rural/natural areas;
 - A sense of safety and security; and,
 - Greenspace, parks, recreational areas and natural assets.
- In fact, the two top stated reasons for moving to Milton (among those who have been living in the Town for three years or less) reflect the above: the desire to live in a more quiet community with a ‘small town atmosphere’ and Milton’s proximity to a major highway and to the GTA.
- Among the perceived most important issues facing Milton today, the top-five are all at least somewhat growth-related:
 - The pace of development/growth;
 - Traffic/roads and parking;
 - Insufficient services, programs and community amenities;
 - Lack of housing options and general infrastructure; and,
 - Lack of transportation alternatives.



- Reflecting the above-noted top issues, residents identified the following as the key things they like least about Milton:
 - The pace of development/growth and perceived associated planning decisions;
 - Transportation-related issues: traffic congestion, quality of roads, road construction/closures, traffic management generally, public transit; and,
 - Lack of community programs (e.g. for youth) and amenities/services (shopping, grocery stores, entertainment, etc.).
- Many say that addressing the above issues is key to improving quality of life in Milton.
- On balance, significantly more residents believe that Milton's quality of life has 'improved' compared to three years ago (44%), than believe it has 'worsened' (24%). About one-in-five (18%) say that it has not changed at all.
- Net satisfaction with Town of Milton municipal government is quite high – just over three-quarters (77%) are either "very" (19%) or "somewhat satisfied" (58%), compared to the about one-in-five (19%) who are either "very" (6%) or "somewhat dissatisfied" (13%).
- Reflecting the top concerns listed above, the key reasons underlying dissatisfaction with Town of Milton municipal government have to do with planning/growth and roads/parking.
- Though general satisfaction with Town of Milton municipal government is quite high, ratings of the job the Town has done managing growth and related issues specifically suggest that this is an area of some perceived weakness. While just over one-third (35%) rate Town performance in this area as either "excellent" (5%) or "good" (30%), about the same number rate it as "fair" (37%). Fully one-quarter (26%) of residents say the Town has done a "poor" job.

- Just under one-third (32%) of residents say that they would be willing to pay a special tax levy to fund infrastructure projects such as roads, parks and other municipal services.
- All of the tested Town services (23 in total) are considered either “very” or “moderately important” by a majority of residents – and there is ‘positive net satisfaction’ with all of the services with the exception of the ‘road network in Milton’ (see next page).
- The following services had the largest ‘importance vs. satisfaction gaps’ (calculated by subtracting the percentage of respondents who are ‘very/somewhat’ satisfied with a service from the percentage who believe the service is ‘very/moderately’ important):
 - The road network in Milton – that is, the ability of Milton’s roads to accommodate traffic;
 - The traffic management system in Milton (including traffic lights and turning lanes);
 - Road maintenance;
 - Town land use planning and urban design; and,
 - Services for youth.

- For all services tested (with the exception of 'parking enforcement'), the percentage of residents who believe Milton should be spending more on the service is higher than those who believe Milton should be spending less. The highest 'spending preference differentials' are found for the following services:
 - The road network in Milton;
 - Road maintenance;
 - The traffic management system in Milton;
 - Services for youth;
 - Fire fighting services;
 - Public transit; and
 - Snow clearing of Milton roads.

Moving Forward - Developing a Vision for the Community

- Simply put, a vision is a desired end state – it embodies collective aspirations and stands as a beacon to guide Town planning and initiatives on the road to realizing a richly imagined future. It is something for which all of us can strive and participate in helping to achieve. As such, a vision both inspires and challenges.
- On the basis of the work completed to date, a succinct vision statement has been prepared:

Milton: engaging, balanced, connected

- But what does it mean to be *engaging*, *balanced* and *connected*? The following provides an overview of the key ideas that underlie this vision.

As an engaging community, we see a Milton that is...

- Attractive and pleasing to the mind and eye – a Town defined, in part, by both:
 - Its natural and physical beauty (from the Niagara Escarpment, to built forms, to open spaces); and
 - Our engaging residents – their caring, friendly, courteous, generous, respectful nature.
- A place with a desirable personality that can attract and hold one's attention – a Town that is charming, appealing and a model of civility.
- A place that seeks to fully involve people in Town life – an engaged population that contributes to matters of civic interest, enjoys our programs and amenities, participates in our celebrations and fully experiences all that Milton has to offer.
- Genuine, vibrant, safe and secure – a Town that values its roots, embraces diversity and provides for an exceptional quality of life.

As a balanced community, we see a Milton that is...

- In harmony – different aspects of the Town pleasingly combined to create an enriched whole that is greater than the sum of its parts.
- Well planned and provides for an appropriate mix of land uses that contribute to a clearly defined sense of place.
- Characterized by a willingness and ability to exhibit good judgment and prudence – with decisions made in the collective interest of residents and that respect a bigger picture, Town-wide view.
- Meeting the needs of residents of all life-cycle stages and that offers a range of activities to address diverse interests.
- Tradition-based, but not tradition-bound.

As a connected community, we see a Milton that is...

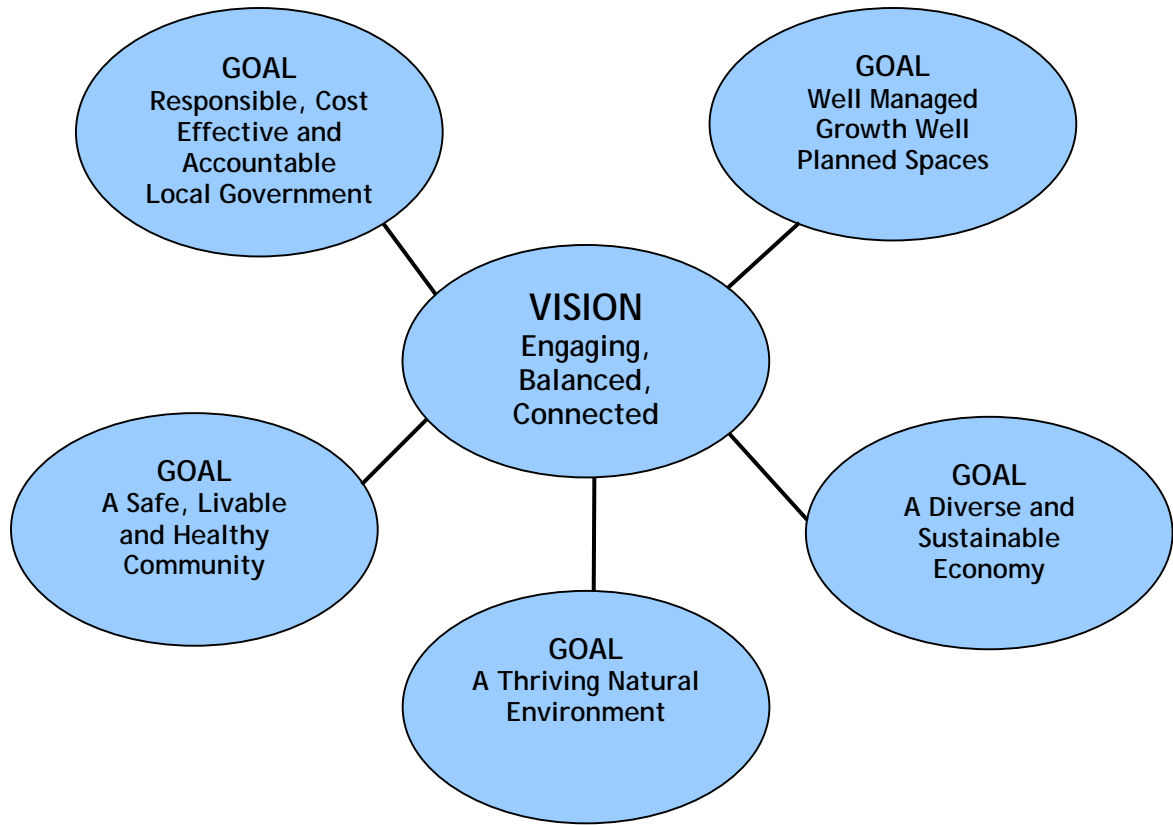
- Safely, effectively and efficiently moving people and goods – and enhancing travel to, from and within the community.
- Prepared for the 21st century – fully maximizing the use of information technology and electronic communication to serve resident, business and community-wide interests.
- Characterized by a shared sense of concern about and pride in our Town – where people choose to join together in common cause.
- Plugged-in to societal trends and issues of the day – an influential contributor to regional and provincial affairs.

The Goals

On the basis of this Vision, five goals have been established. They are:

- A responsible, cost effective and accountable local government;
- Well managed growth, well planned spaces;
- A safe, livable and healthy community;
- A diverse and sustainable economy; and,
- A thriving natural environment

The above goals are intended to provide the basis for the Directions and Initiatives that are intended to implement the Vision. The Vision and the Goals are presented on the next page



Directions and Initiatives

- On the basis of the Vision and the Goals presented on the diagram on the previous page, a number of Directions under each goal have been developed.
- Each Direction is intended to provide the basis for Initiatives that are ultimately intended to implement the Vision.
- Each of these Initiatives will be considered as part of the Service Area Master Plan Process and the Implementation Plan.
- The Directions and Initiatives under each Goal are presented on the following pages.

GOAL - A responsible, cost effective and accountable local government

DIRECTION 1

Establish priorities that support the municipal service requirements of the majority of local residents

- Ensure that the services the Town provides are aligned in a series of service plans that are reviewed annually
- Ensure that the cost effectiveness of service delivery is a priority when making decisions on how services are to be delivered and by whom
- Ensure that the concept of 'service excellence' serves as the basis for service delivery
- Ensure the effective and regular communication of municipal objectives to staff for implementation
- Ensure that municipal staff are able to effectively and efficiently deliver required municipal services
- Ensure that municipal human resource needs are factored into decisions on what services are to be provided and how

GOAL - A responsible, cost effective and accountable local government

DIRECTION 2

Engage in transparent and accountable decision-making processes and actions

- Use technology to expand/enhance the delivery of on-line services.
- Enhance communication between the government and its citizens.
- Educate the public about what is within and outside of the Town's direct control/sphere of influence.
- Increase the use of electronic communication to ensure that residents and business owners are aware of municipal opportunities and initiatives.
- Encourage the community to become more actively involved in civic affairs.
- Engage newcomers to the Town to participate in community activities and the municipal decision making process
- Encourage openness in the decision-making process.
- Enhance the customer service function to respond to the needs of the community.
- Encourage communication service providers to make Milton a more connected community to facilitate commerce and involvement in civic affairs and community activities

GOAL - A responsible, cost effective and accountable local government

DIRECTION 3

Properly fund municipal services and community infrastructure through a combination of fiscally responsible operating budgets, capital budgets, effective reserves and reserve fund management

- Ensure that fiscally responsible operating and capital budgets are established and maintained on a yearly basis
- Ensure the maintenance and effective management of reserve funds
- Ensure the efficient management of capital assets and municipal services to meet existing and future demands
- Enhance communication and coordination with the Region and other levels of government in the provision of services
- Require that an annual report be prepared to provide an overview on how the municipality's objectives have been met and how funds were budgeted, allocated and spent

GOAL - A responsible, cost effective and accountable local government

DIRECTION 4

Demonstrate leadership on matters that affect Milton

- Participate fully in Region-led exercises that are intended to maintain and enhance quality of life
- Engage other levels of government to ensure that the interests of Milton residents and business owners are known
- Ensure that Federal and Provincial programs that may benefit Milton are considered whenever possible
- Ensure that Milton's interests and needs are known at the Regional level
- Continue local political and staff participation on Boards and Committees both within and outside the Milton community

GOAL - Well managed growth, well planned spaces

DIRECTION 1

Encourage the provision and maintenance of an appropriate mix of residential, commercial, industrial and institutional uses

- Encourage the development of a range of uses that will support Milton as a place to live, work and play
- Create a sense of civic identity and pride through a high standard of urban design for all new development
- Encourage the provision of a full range of housing opportunities for present and future residents of all ages and incomes
- Encourage the integration of new development areas into the fabric of the existing community
- Encourage the development of new medium density development throughout the urban area
- Encourage the establishment and pre-zoning of medium and high density areas
- Encourage the location of high density development on major arterial roads, transit corridors and employment areas
- Encourage infilling and intensification in the existing urban area
- Encourage the provision of a healthy supply of employment and commercial lands to serve local needs at all times

- Encourage the siting of employment areas in locations that are easily accessed by 400 series highways
- Encourage the development of home based businesses in the rural area

GOAL - Well managed growth, well planned spaces

DIRECTION 2

Facilitate the safe movement of people and goods, and enhanced travel to, from and within the community

- Encourage the establishment of a street pattern in new development areas that is based on a permeable grid pattern of arterials, collectors and local roads
- Encourage and facilitate pedestrian and bicycle traffic and the use of trails/paths/lanes
- Encourage the use of and access to public transit throughout the urban area and in a manner that provides access to rural residents
- Encourage the enhancement of GO service to Milton
- Encourage the development of higher density uses on transit corridors to facilitate the use of transit
- Encourage effective traffic management and the streamlined movement of traffic
- Encourage the establishment of an integrated transportation system that safely and efficiently accommodates all modes of transportation
- Minimize the disruption and negative impact associated with the movement of commercial goods (rail, truck etc.)

GOAL - Well managed growth, well planned spaces

DIRECTION 3

Encourage cost effective and timely municipal/ community infrastructure development

- Encourage the efficient use of land to make the best use of infrastructure and services
- Ensure that the Town demonstrates leadership in any future urban expansion to ensure that new development is as cost effective as possible
- Ensure that appropriate financial plans and infrastructure strategies are in place before development occurs

GOAL - Well managed growth, well planned spaces

DIRECTION 4

Encourage well timed service delivery

- Ensure that hard and soft service needs are identified up front and then appropriately prioritized and delivered either before or at the same time as new development
- Encourage the development of public facilities in appropriate locations at the right time to meet the needs of present and future residents
- Ensure that appropriate capital works forecasting/planning is done before the works are required

GOAL - A safe, livable and healthy community

DIRECTION 1

Promote and facilitate active and healthy lifestyles and life long learning

- Encourage the establishment of a healthy community that is made up of an interconnected system of open spaces, walking trails, bicycle routes and natural heritage features
- Facilitate involvement for people at different life-cycle and physical activity stages and of varying socio-economic status - including youth and senior oriented initiatives
- Enhance leisure, cultural and educational opportunities/experiences that contribute to personal enjoyment, growth and development
- Encourage the exploration of all partnership opportunities in the delivery of leisure/community/library services
- Encourage the development of new partnerships and maintain existing partnerships and strategic alliances to encourage community ownership and responsibility
- Promote the development of a strong arts and cultural community that builds upon local knowledge, history and experience
- Encourage the consolidation of community and recreational uses, such as schools, cultural facilities, libraries, day nurseries and recreational facilities when possible

- Encourage residents to play an active role in the decision making process by participating on boards and committees

GOAL - A safe, livable and healthy community

DIRECTION 2

Maximize community safety and security

- Encourage the development of fire service facilities at the right time in locations that provide the maximum benefit to all residents/businesses
- Enhance relationships with regional emergency service providers in adjoining jurisdictions so that cost effective and timely emergency response and support functions are maintained
- Ensure the preparation and implementation of comprehensive emergency plans
- Encourage the establishment of neighbourhood and park watch groups/associations
- Encourage the establishment and maintenance of a road network that facilitates the movement of emergency service and all other vehicles
- Encourage the establishment of public facilities and open spaces that are designed to be safe and which provide for appropriate emergency support services and/or equipment, lighting, visibility and for public surveillance/open sight lines

GOAL - A safe, livable and healthy community

DIRECTION 3

Protect and enhance our heritage, identity and character

- Respect and honour the Town's rich history
- Protect, maintain and enhance the open space character of lands outside of the urban areas for enjoyment by present and future generations
- Encourage key community events (e.g. farmer's market, Country Heritage Park, Pick-Your-Own farms, steam era, fall fair and Canada Day) that help shape identity and contribute to community spirit
- Establish and maintain a community identity that sets Milton apart from others through the holding of community events, promotion and branding
- Encourage the development of public spaces that foster community involvement and interaction
- Build on the strengths of our urban and rural character
- Encourage the maintenance and enhancement of the character of existing and well established neighbourhoods
- Foster civic pride by recognizing the contribution that cultural heritage resources make to the urban and rural fabric
- Encourage economic activities in the rural area that support the values and character of the rural system

- Encourage the preservation and enhancement of the heritage, vitality and character of hamlets
- Recognize and value diversity
- Encourage the maintenance of agriculture as a part of the Town's economy

GOAL - A diverse and sustainable economy

DIRECTION 1

Make the Central Business District the main focal point of the community

- Reinforce and encourage the function of the Central Business District as the administrative, cultural, entertainment, commercial, social and historic focal point of the community
- Support the ongoing transition and the positive changes occurring in the Central Business District
- Encourage the development of residential uses in the Central Business District to support local businesses

GOAL - A diverse and sustainable economy

DIRECTION 2

Attract and retain employers that provide a range of employment opportunities and assessment growth

- Leverage Milton's high quality of life and community identity to attract investment
- Encourage the development of the business infrastructure required to attract uses that will contribute to the quality of life in the Town
- Facilitate the establishment of a competitive business environment that is able to easily adapt to changing circumstances and priorities
- Encourage the establishment of 'green/sustainable' industry
- Support a post-secondary educational presence in the Town
- Enhance the Town's economic development role.
- Work with other levels of government to encourage additional investment in Milton
- Work with existing businesses to establish initiatives to attract additional investment
- Continue to encourage the availability of an appropriate supply of land for future employment uses

GOAL - A diverse and sustainable economy

DIRECTION 3

Encourage the private sector to meet the retail needs of a growing population in a reasonably timely manner

- Encourage the further development of retail and service uses in the Central Business District.
- Encourage the development of regional-scale retail uses in appropriate locations to ensure that all consumer needs can be met in the Town
- Provide opportunities for a wide range of retail uses in the Town
- Provide opportunities to integrate retail uses with residential uses on major roads
- Encourage the development of appropriate commercial and tourist commercial uses in the rural area and hamlets.

GOAL - A thriving natural environment that is a valued community asset to be protected, maintained and enjoyed

DIRECTION 1

Protect and enhance natural features

- Demonstrate leadership in the areas of conservation and environmental best practices
- Encourage the decision-making process to be supported by an understanding of the natural environment including values, opportunities, limits and constraints
- Protect and enhance significant natural heritage features and their associated ecological and hydrological functions
- Maintain, restore and where possible, enhance or improve the diversity and connectivity of natural heritage features and ecological functions
- Require that the land use planning process within our jurisdiction contributes to the protection, maintenance and enhancement of water and related resources and aquatic ecosystems on an integrated watershed basis

GOAL - A thriving natural environment that is a valued community asset to be protected, maintained and enjoyed

DIRECTION 2

Encourage new development to be integrated with the natural environment

- Protect, maintain and enhance woodlots in the urban area
- Promote the establishment of trails throughout the community and natural environment areas
- Encourage the incorporation of natural heritage features into the design of new parkland

GOAL - A thriving natural environment that is a valued community asset to be protected, maintained and enjoyed

DIRECTION 3

Promote the enjoyment and responsible use of natural areas

- Encourage the integration of the parks and open space system with the natural heritage system wherever possible
- Encourage through proper planning that the features and related functions of natural environment areas are not negatively impacted by public use
- Educate the public on the benefits of the natural environment and the positive contribution the natural environment has on the Town